NASA
Mentoring Program
Framework

May 2007

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NASA's Mentoring Framework

Agency Mentoring Program Goals

The goal of NASA's Mentoring Program is to provide a formal or informal mentoring experience to NASA employees. Such a program will be made available at NASA Headquarters and each Center. Programs will provide for matching employees with individuals who have experience, knowledge and information that can help in meeting the employee's technical and/or leadership development goals. Active mentoring programs support employee career development goals and ultimately, the Agency's mission.

Purpose of Mentoring at NASA

Mentoring provides:
- An open environment where information is shared;
- Opportunities for frequent and open interaction between employees at different organizational levels or disciplines;
- Relationship-building activities to share organizational knowledge;
- A vehicle for transferring formal to informal organizational knowledge;
- Enhanced communication and collaboration at all levels;
- Improved individual motivation, performance and innovation;
- Transfer of technical knowledge, when applicable.

Alignment with NASA's Workforce Strategy

NASA's Workforce Strategy states that "NASA is strongly committed to a principle of life-long learning for its employees." Learning focuses on both the acquisition of technical knowledge and leadership development.

Technical Knowledge

Technical mentors thoroughly understand the engineering, scientific or administrative knowledge, skills and abilities required for the individual to be successful in their position at NASA. A technical mentor shares knowledge, experience and insight and has

the ability to effectively teach the "skills of the trade." An effective technical mentor combines competence, experience, and the ability to communicate and listen.

NASA's Leadership Development Framework

NASA's Leadership Development Framework (LDF) defines mentoring as an informal or formal relationship, between an individual and peer or a more senior manager usually out of the individual's chain of command that targets dialogue and discussion about career management, organizational environment, technical knowledge, etc. Mentoring is not meant to be focused solely on near term performance.

A mentor provides knowledge, information, and advice based on his/her experience. The focus is on passing on technical or leadership guidance that helped the mentor be successful in a similar situation or position in the past.

Each leadership role within the Leadership Development Framework contains components that enable employees to achieve and demonstrate the NASA values along with the identified competencies for that role. Mentoring is a specific element cited within this strategy. Mentoring and Coaching, Experience (including developmental opportunities), Continuing Training and Education, and Assessments, are the key elements used at NASA to support the development of Agency employees, managers and leaders. The learning provided by mentoring is both to the individual being mentored and to the mentor. NASA has found both formal programs and informal matches highly valuable to the development of employees. The LDF recommends levels of leadership, including individual, the influence leader, first line supervisor, manager and senior leader both be, and have, a mentor.

Mentoring is also an essential component of NASA's leadership development programs including:
- Senior Executive Service Career Development Program (SESCDP)
- Leadership Development Program (LDP)
- Foundations of Influence, Relationships, Success and Teamwork (FIRST)
- Academy of Program Project & Engineering Leadership - Leaders as Teachers and Mentors (program currently inactive.)

Mentoring Partnerships at NASA

Formal mentoring program and/or an informal mentoring process are both acceptable ways of providing this development.

Formal mentoring is a system for encouraging development using a structured approach to enhancing employee talents and abilities. It capitalizes on the experiences of successful individuals (mentors) who are committed to helping develop a highly-skilled, high-performing workforce. A formal mentoring partnership is comprehensive and includes development of a plan, a facilitated matching process, and specific training and clear goals and measures. Formal mentoring enables not only the growth of the individual employees but allows for the growth and development of the organization.

Informal mentoring processes can be equally valuable to employee development. The informal process may also include the elements identified above.

To be effective both the formal programs, and the informal process, needs to also include clear and visible senior leadership support, a responsible point-of-contact that employees know about, and a set of guidelines for initiating and sustaining mentoring relationships.

Roles and Responsibilities

NASA's Office of Human Capital Management (OHCM), Workforce Management and Development Division (WMDD) is responsible for creating policy, guidelines and a framework for mentoring programs within the Agency. These policy guidelines and framework are created in consultation and with input and feedback from the NASA Headquarters and each Center. The WMDD Is also accountable for assessing the overall effectiveness of NASA mentoring programs annually, benchmarking with industry and other Federal agencies, sharing data and reporting effective practices and lessons learned, and providing advise to Centers in establishing or re-designing programs, if needed.

NASA Center Human Capital Directors (HCD's) are responsible for ensuring Center employees have equal access to a mentor who supports their developmental needs within the Center's available resources.

NASA Center Training Officers and Mentor Program Coordinators are responsible for the integrity of the mentoring programs or processes and for providing data and information, not available through SATURN required to annually assess program effectiveness. Annual data and information reporting requirements are defined in Appendix A.

NASA Shared Services Center (NSSC) is responsible for obtaining data through SATURN and conducting an annual assessment of

Center Mentoring programs and providing an overall evaluation of the program's effectiveness Agency-wide. Guidelines for this report and assessment are outlined in Appendix B.

Mentoring Metrics

Metrics supportive of improving performance and maintaining program integrity include:

Data Measures:
- Total number of formal and informal mentoring relationships.
- Number of employee on waiting list for mentors.
- Number of available mentors.
- Program costs.

Program Measures:
- Including:
    - How the mentoring program enabled the employee to meet his/her developmental goals.
    - The extent to which the employee's performance and effectiveness has improved.
    - The extent to which mentoring better enabled the employee to achieve program goals and objectives.
    - The extent to which mentoring has improved technical knowledge and leadership capacities as defined in NASA's leadership model.

Effective Practices and Lessons Learned
To support sharing of information and continued improvement of all Center mentoring programs.

Mentor Program Guidance and Handbook

NASA Centers are free to establish mentoring programs, structures and/or processes that best meets their Center unique requirements and cultural needs. A guide for mentoring programs is available for Center use at

http://nasapeople.nasa.gov/Training/coachmentor/default.htm

Center Mentoring Programs or Structure

NASA Agency Lead: Christine Williams, Director Leadership Development and Executive Coaching, 202-358-2146.

Center	Mentoring Program Name & Information	Center Mentor Coordinator
Ames	Informal Program in Place APEX (for Program Participants) Contact Center Mentor Coordinator	Jane Babicz Jane.K.Babicz@nasa.gov (650) 604-5281 Claire Smith Claire.smith-1@nasa.gov (650) 604-0553
Dryden	Mid-level Mentoring Program Contact Center Mentor Coordinator	Leslie Doss Leslie.B.Doss@nasa.gov (661) 276-7312
GRC	Advancing Careers and Employee Success (ACES) Mentoring Program and Co-op Mentoring Program Contact Center Mentor Coordinator	Jennifer Budd Jennifer.1.budd@nasa.gov (216) 433-802`
GSFC	Goddard Mentoring Program Contact Center Mentor Coordinator	Mark Goldman Mark.s.goldman@nasa.gov (301) 286-8852
HQ	Headquarters Multidimensional Mentoring Program http://www.hq.nasa.gov/office/codec/cc/Pages/mentoring.htm	Sherry McAllister Sherry.l.mcallister@nasa.gov (202) 358-1633
JSC	JSC Mentoring Program http://jsc-hro-nebs:8080/	Tammie Wright tammie.l.wright@nasa.gov (281) 483-0592
KSC	Contact Center Training Officer Contact Center Mentor Coordinator	Jim Norman James.h.norman@nasa.gov (321) 867-7123
LaRC	Contact Center Training Officer	Donna Phillips Donna.L.Phillips@nasa.gov 757-864-2595
MSFC	Contact Center Mentor Officer	Jannie Moyers Amanda.J.Moyers@nasa.gov 256-544-7552
SSC	SSC Mentoring Program http://sscportal.nasa.gov/hr	Anita Douglas anita.w.douglas@nasa.gov (228) 688-3698
JPL	Contact Center Mentor Coordinator	Mary Ellen Derro Maryellen.derro@jpl.nasa.gov 818-354-9833
NASA Agency Programs	NASA Leadership Development Program (LDP) http://ldp.nasa.gov	Chris Williams cwilliam@hq.nasa.gov (202) 358-2146
	NASA Senior Executive Service Career Development Program (SESCDP) Contact Program Director	Lauren Leo Lauren.leo@nasa.gov (202) 358-1333
	NASA Administrator's Fellowship Program Contact Program Director	Mabel Mathews mabel.j.mathews@nasa.gov (202) 358-0406
NSSC	Contact Center Mentor Coordinator	Cassandra Clark Cassandra.j.clark@nasa.gov 228-813-6004
APPEL	Academy of Program Project & Engineering Leadership Leaders as Teachers and Mentors Program Inactive Contact Program Coordinator	Tina Chindgre (301)837-9069 Tina.chindgren@asrcms.com

Appendix A

Annual Mentoring Report
Submitted by Center Mentor Coordinator's
for Fiscal Year _____

Data Measures

No.	Measure	Number
1	Total number of formal mentoring relationships initiated this fiscal year.	
2.	Total number of informal mentoring relationships initiated this year.	
3.	Number of employee on waiting list for mentors.	
4.	Number of available mentors.	

Effective Practices and Lessons Learned

5. Effective practices and lessons learned.

Submit Report annually by December 1 to:
Christine Williams, NASA Office of Human Capital Management

Appendix B

Annual Mentoring Program Report Submitted by NSSC
For Fiscal Year _____

Program Ratings Measures

Mentor program scores received for completed mentoring partnerships. Supervisor's may not be involved in, or have access to changes.

Rating Scale for Questions 1 thru 3

Strongly Disagree		Neither Agree Or Disagree		Strongly Agree	Not Applicable
1	2	3	4	5	N/A

No.	Measure	Employee Rating	Supervisor Rating	Mentor Rating
1	The mentoring program enabled the me (the employee) to meet my (his/her) developmental goals.			
2	As a result of mentoring my (the employee's) performance and effectiveness has improved.			
3	As a result of mentoring I am (the employee is) better able to achieve program goals and objectives.			

Rating Scale for Questions 4thru 20

Little Improvement		Moderate Improvement		Exceptional Improvement	Not Applicable
1	2	3	4	5	N/A

No.	Performance Areas	Employee Rating	Supervisor Rating	Mentor Rating
4	Knowledge of technical discipline.			
5	Ability to communicate and advocate discipline-related knowledge.			
6	Ability to actively lead and manage change.			
7	Ability to maximize human capital and build employee commitment. (if supervisor or manager)			
8	Ability to achieve program goals and objectives.			
9	Judgment and decision-making ability.			
10	Ability to build trust and supportive relationships.			
11	Ability to manage self-development.			
12	Ability to understand and leverage the informal organization.			
13	Ability to design processes and achieve results.			
14	Ability to anticipate and fulfill customer needs.			
15	Ability to effectively allocate and manage resources.			
16	Ability to understand and respond to internal and external strategy, policy, and regulations.			
17	Knowledge of information technology.			
18	Ability to capture and share knowledge.			
19	Knowledge of policies that regulate international partnerships.			
20	Understand the culture of international partnerships.			

Appendix B Continued

21. Areas of specific improvement as defined by participant.

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21. Cost of Mentoring Program

Center	Cost
ARC	
DFRC	
GRC	
GSFC	
HQ	
JSC	
KSC	
LARC	
MSFC	
SSC	
TOTAL COST	

22. Summary and assessment of mentoring program data.

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23. Recommendations based on above assessment.

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Submit Report Annually by December 1 to:
Christine Williams, NASA Office of Human Capital Management